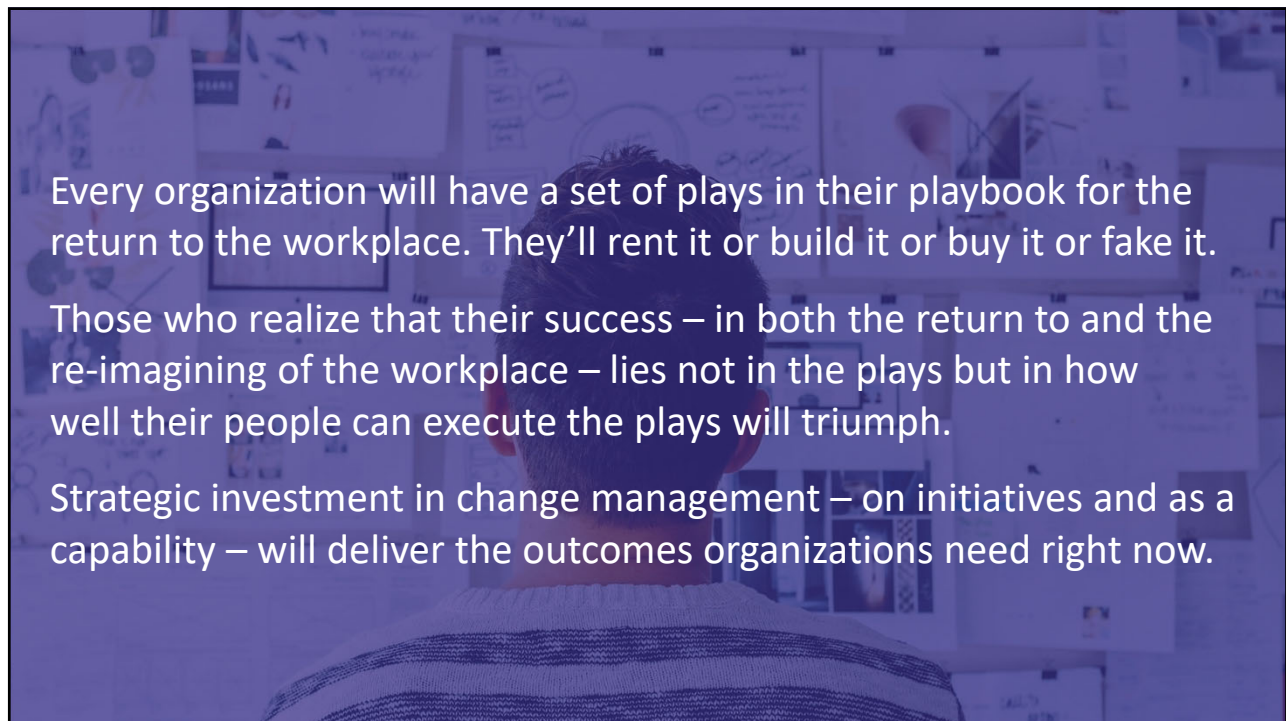


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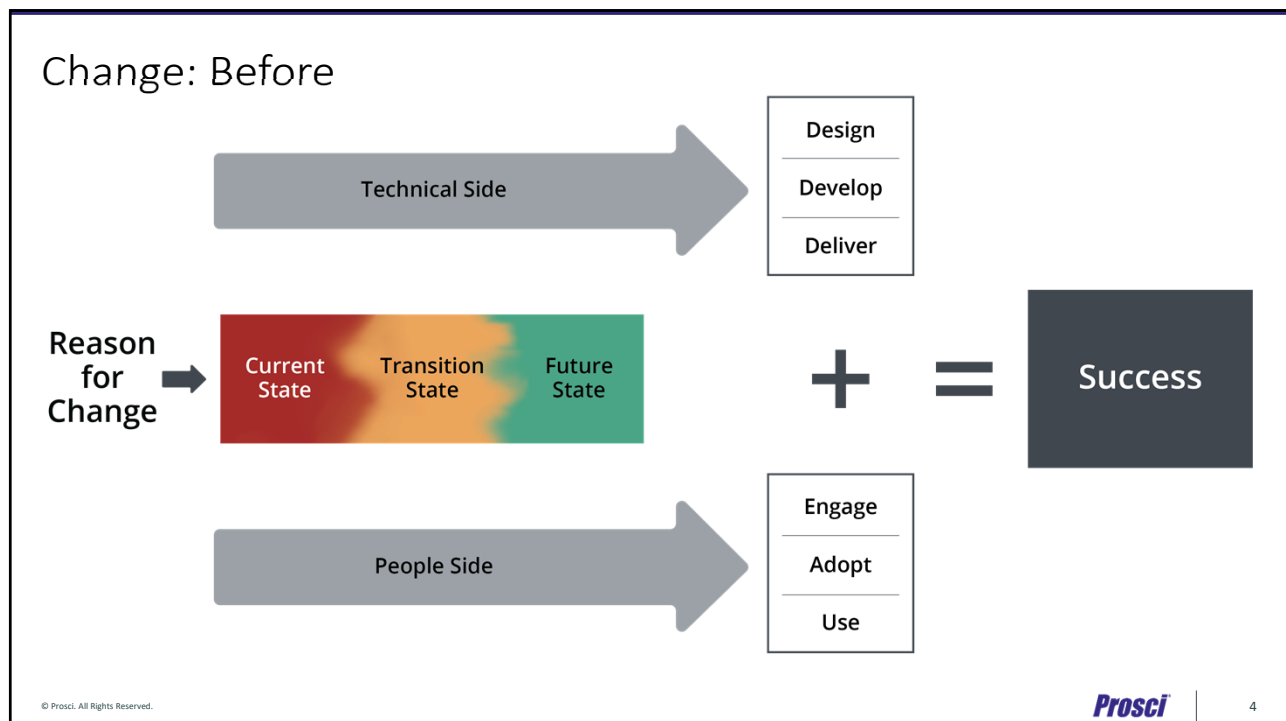
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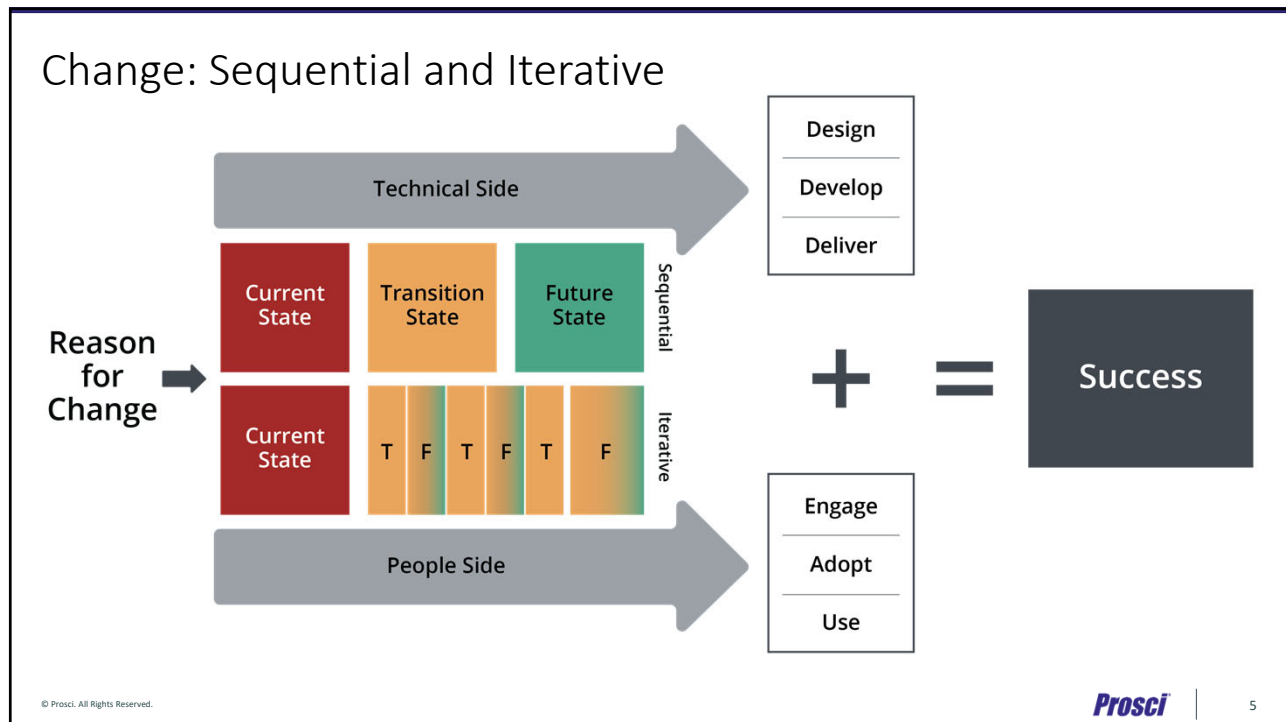
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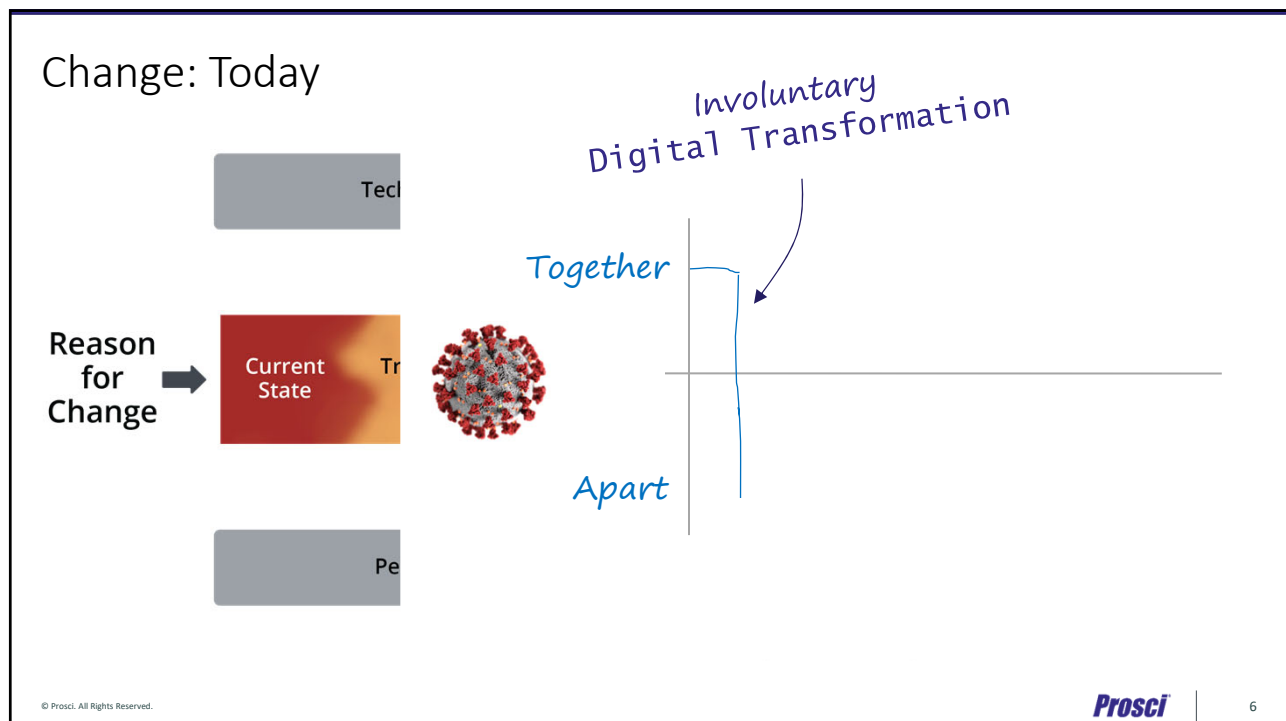
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Reason for Change

Current State

Tech

Pe

Digital

Together

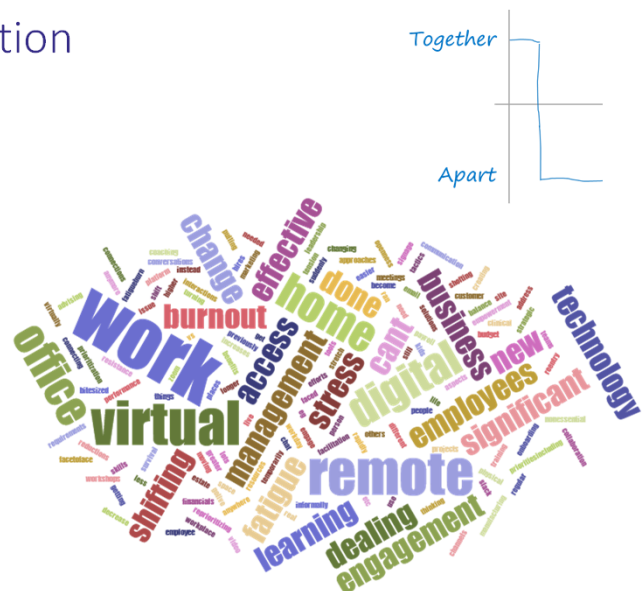
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Navigating the Hybrid

RTW: Return to the Workplace

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Involuntary Digital Transformation

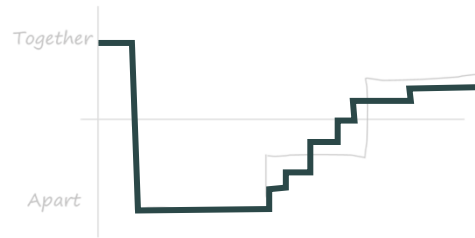
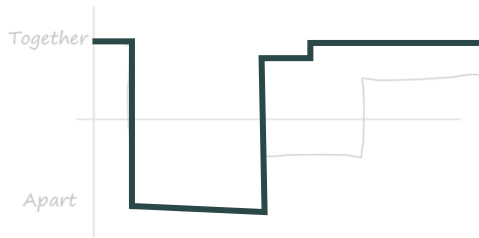


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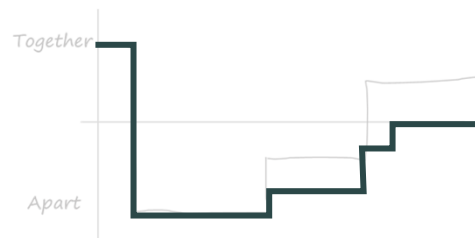
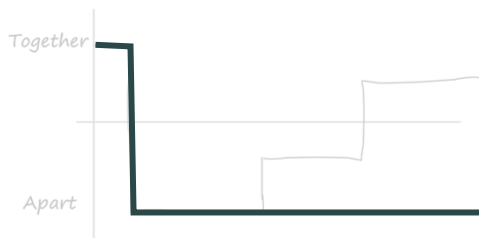
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Navigating the Hybrid



Phased, staged, deliberate, safe, strategic decisions



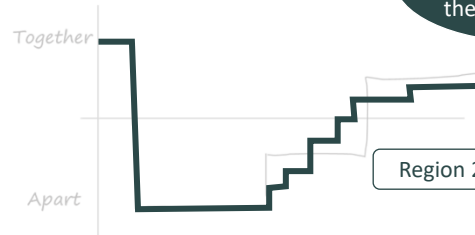
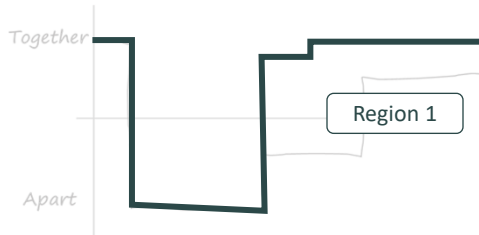
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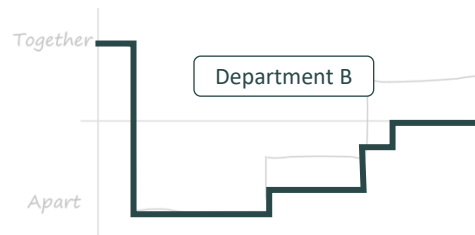
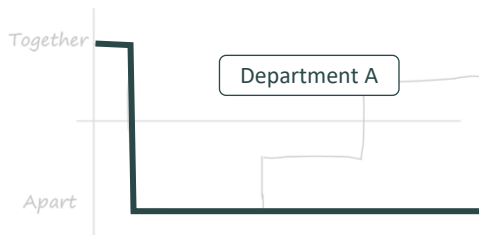
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Navigating the Hybrid



And, we could end up varied across the organization.

Phased, staged, deliberate, safe, strategic decisions



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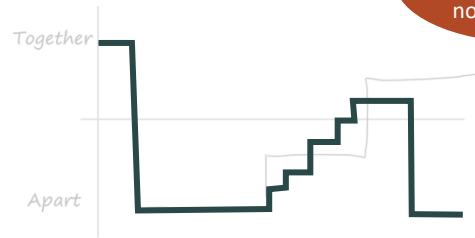
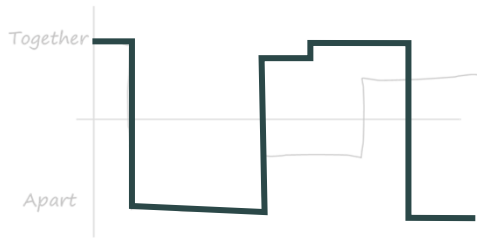
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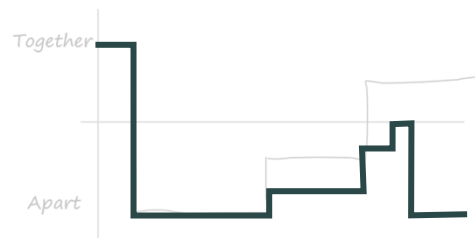
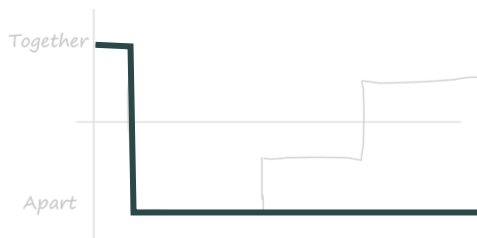
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Navigating the Hybrid



And, we could end up back “apart” – no one knows.

Phased, staged, deliberate, safe, strategic decisions



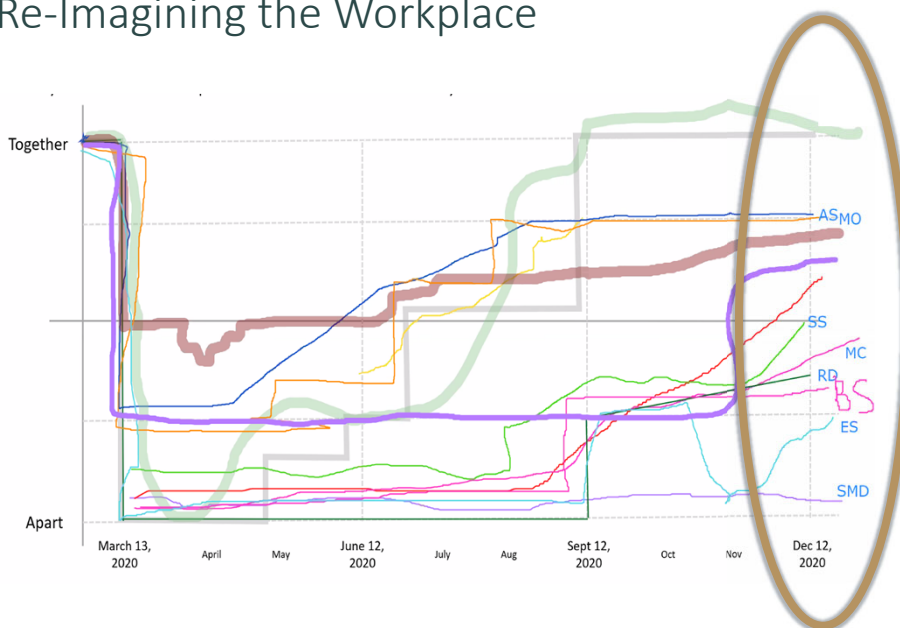
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Re-Imagining the Workplace



Whether we are thinking about it yet or not, moving significant work from “together” to “apart” will have ripples as we re-imagine the workplace.

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What we are learning about:

Safety

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Ensuring the health and safety of workers who are returning to the workplace is the most important consideration for organizations. Organizations must also focus on the wellness and mental wellbeing of it's remote workforce.

Many of the safety-related changes will have significant adoption and usage challenges, even in cases where the technical complexity of the solution is actually quite low.

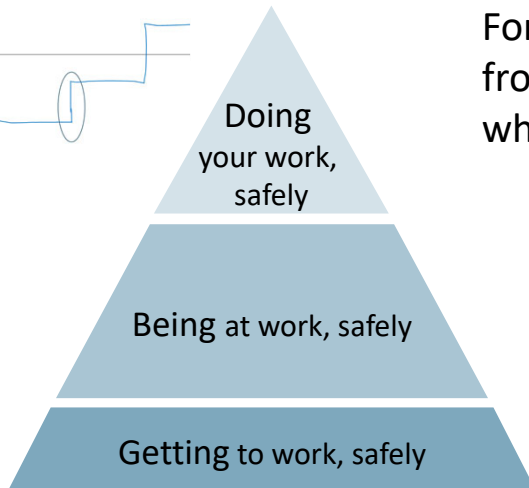
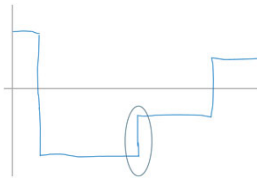
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RTW: Return to the Workplace Hierarchy



For those who do step back from “apart” to “together” – whenever they do...

How will you ensure effective adoption and proficient usage of the plays in your return to the workplace playbook?

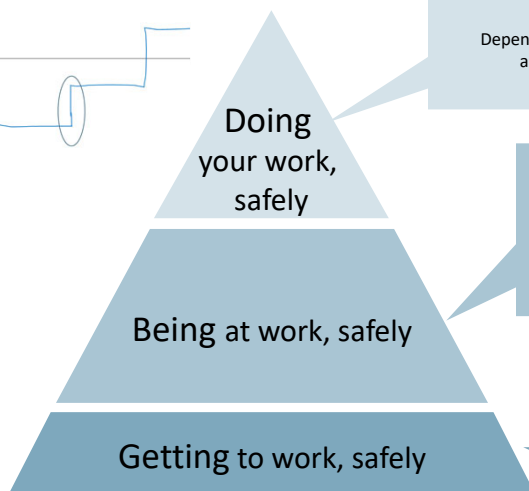
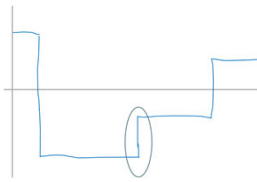
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RTW: Return to the Workplace Hierarchy



Role and Individual Specific

Depends on what your job is and how it changed. Define the adoption challenges and the adoption enablement approach for the key plays for each role.
(Prosci Advisory Solutions – solutions@prosci.com)

Universal Adoption Challenges

Some basic “plays” must be effectively executed by everyone



Shared Adoption Challenges:

Considerations: region, industry, employee makeup



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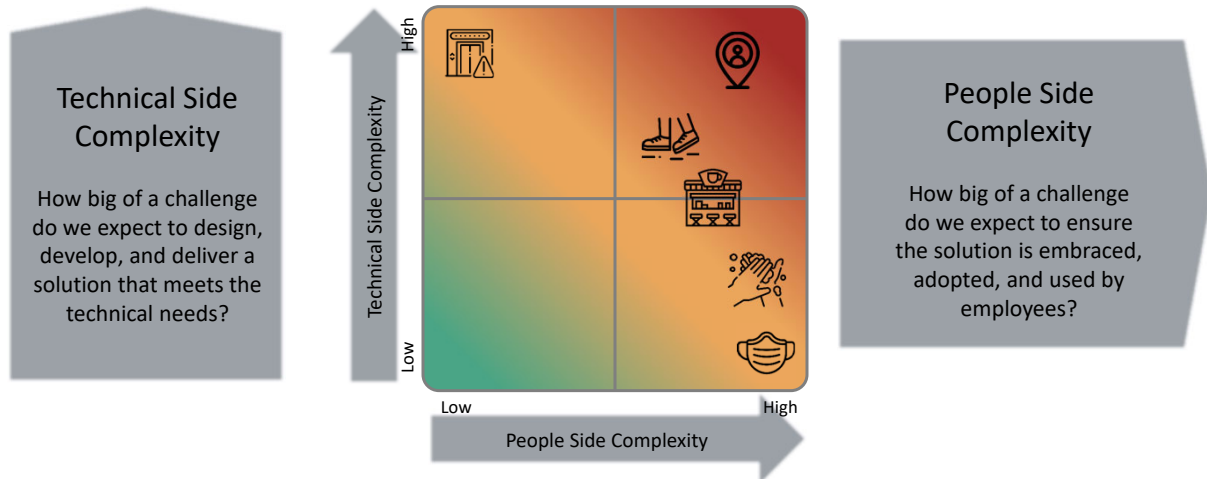
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Examining Technical Side and People Side Complexity



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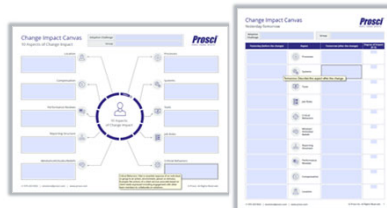
Translating Changes to Adoption Enablement

What is the change?



All the plays in your RTW playbook

What is the adoption challenge?



How will we support adoption?



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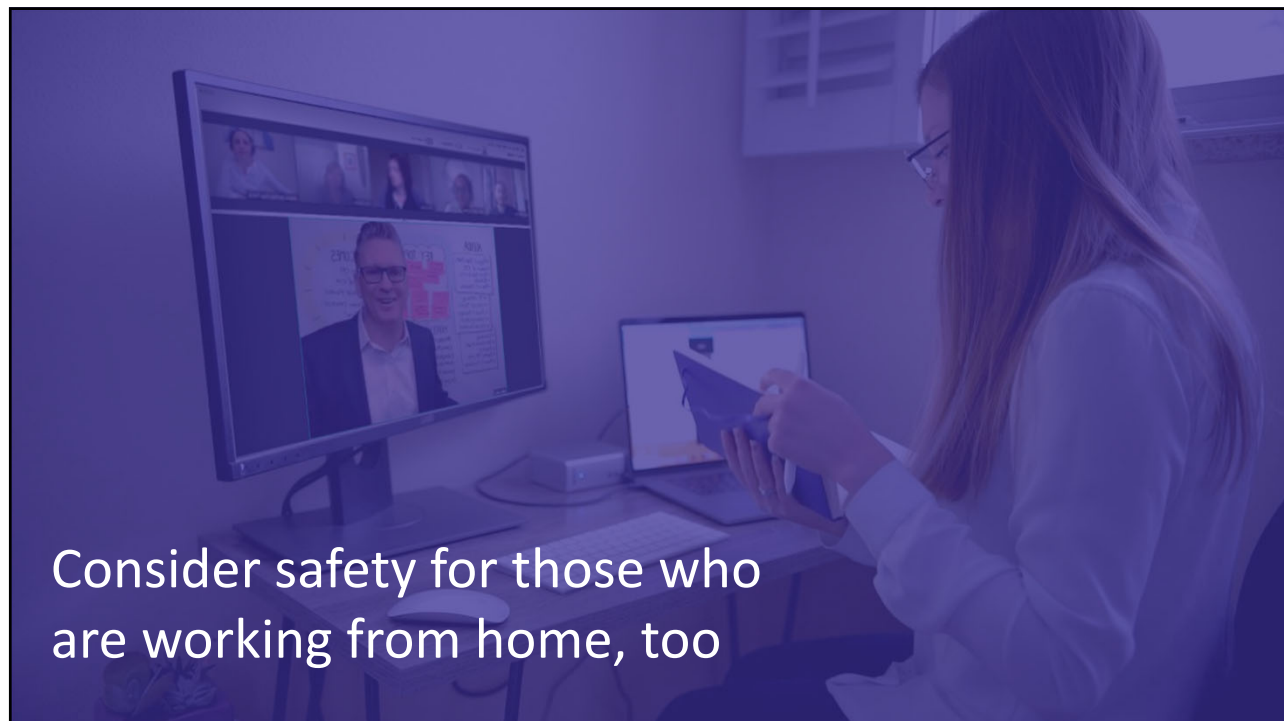
Quick-Start Guide for Applying ADKAR® to Today's Change Challenges

The adoption challenge: to help your employees **return to the workplace**

	A	D	K	A	R
What are the biggest restraining forces you anticipate? 	"I don't feel safe yet" 1. Conflicting information regarding risks 2. Fear for personal and family health 3. Lack of clear direction from leadership 4. Feel safe and comfortable working from home 5. Won't have flexibility to address childcare/eldercare needs	"Returning to what was is not an option" 1. Better work/life balance when working from home 2. More productive working virtually 3. Lack of options for returning 4. Will now feel unsafe in an office environment 5. Long commute and expenses will go up	"What do we need to do?" 1. Leaders lack clarity on what is required 2. Return requires an evolving approach that is developed as we go 3. Unclear and conflicting guidelines 4. Challenges of maintaining social distancing with a wide variety of office locations 5. Don't have experience teaching people how to return to work during a pandemic	"Developing new habits is hard" 1. Lack of specific guidance on what we need to do 2. Need to break habits developed while working from home in order to reacclimate 3. Need to demonstrate new behaviors 4. Inability to deal with constraints such as lack of childcare 5. Increased anxiety about a second wave of the virus	"Let's just go back to the way things were" 1. Second wave of virus 2. Return plan doesn't address need for reinforcement 3. Senior leaders don't continue to role model desired behaviors 4. People feel judged for decisions they make 5. Lack of support for continuing to work virtually
How might we overcome these restraining forces? 	"Understand our needs" 1. Open and honest communications from preferred senders 2. Acknowledge need for range of solutions 3. Involve employees in re-designing work environment and processes 4. Offer flexible, hybrid work schedules 5. Shift project milestones to acknowledge new realities	"Be flexible" 1. Be flexible re office/home expectations 2. Identify and address basic needs first 3. Establish and maintain high standards for providing safe workplaces 4. Phased return to ease transition 5. Revise workplace policies	"Provide clear guidelines" 1. Phased roadmap for returning 2. Provide return to work guides and checklists 3. Senior leaders model desired behaviors 4. High visibility of facility maintenance and cleaning crews 5. Have a contingency plan if virus flares up	"Implement a hybrid approach" 1. Coordinate return with phased openings in communities 2. Co-create return approaches that meet both employee and business needs 3. Support managers to lead the change 4. Let volunteers go first and share their experiences 5. Solicit suggestions for improvement	"Celebrate successes" 1. Leadership continues to model desired behaviors 2. Compassionate responses to people who are fearful of returning 3. Share and celebrate successes 4. Provide meaningful recognition 5. Continue to get employee feedback and pivot

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Consider safety for those who are working from home, too

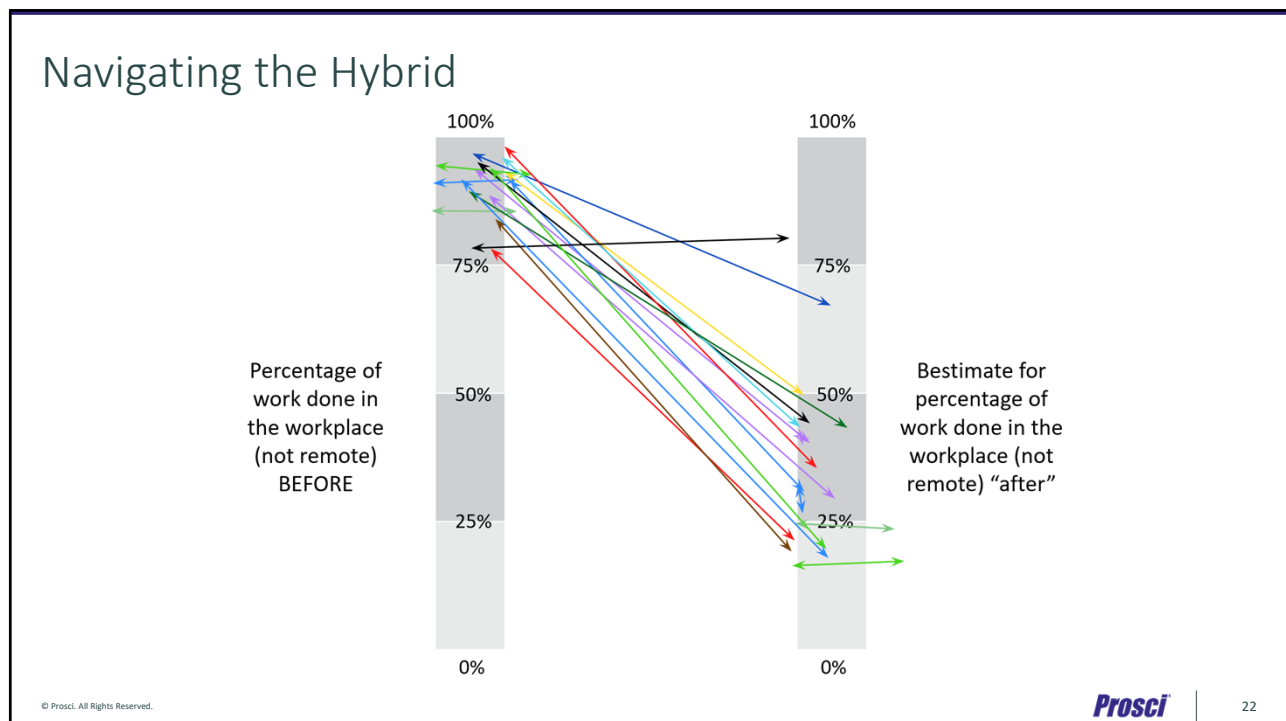
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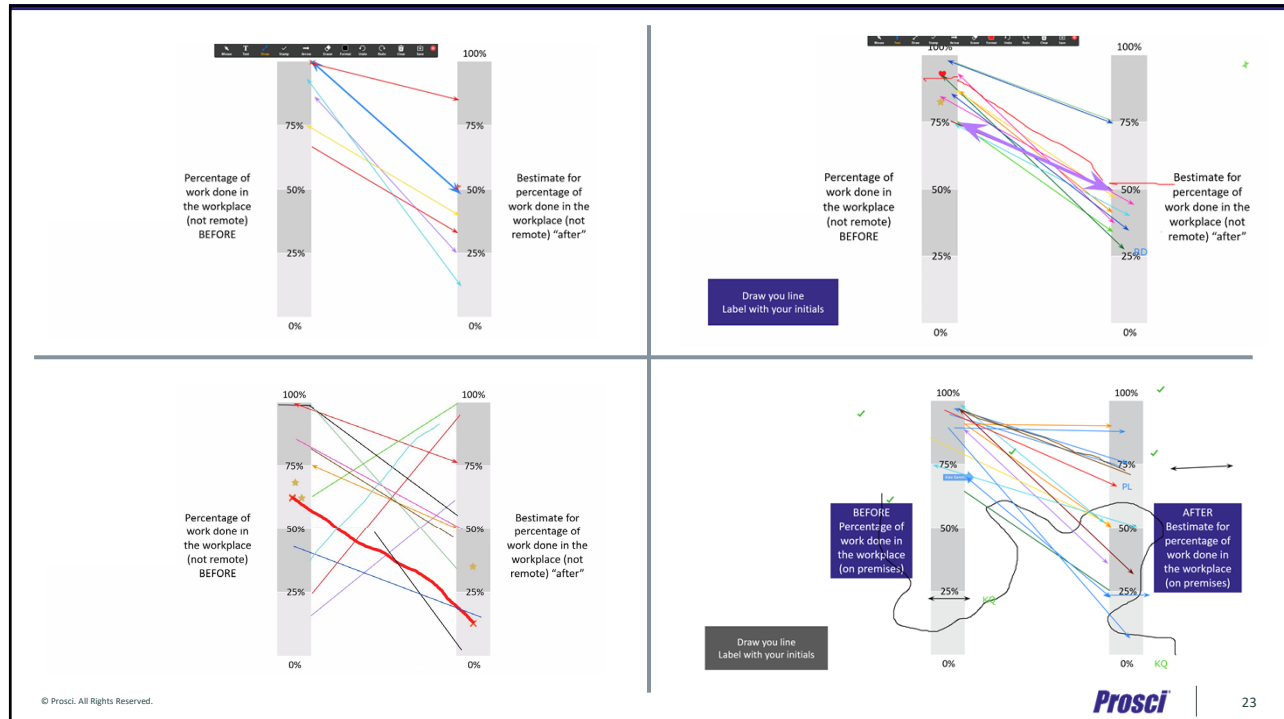
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What we are learning about:

Re-imagining the (Hybrid) Workplace

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Place became somewhat arbitrary, as many employees demonstrated they could work from anywhere. Both employees and employers are examining what the workplace of the future might look like. When and where “the where” actually matters will be examined and explored.

Organizations will be hybrid workplaces going forward. In the near term, until a vaccine is available, even on-premise locations will be “hybrid” to create safe environments. A significant amount of work may remain off premises, which will ripple across organizations.

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Drop a pin on the aspects of the Hybrid Workplace OS that are top of mind for you.

Hybrid Workplace OS

Culture

Leadership

Hiring/Onboarding

Employee Experience

Engagement

Collaboration

Customer Experience

Measurement

Productivity

Physical Space

IT/Cybersecurity

Communication

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How will we virtualize the practice of change management?

- How do we adapt the practice of **change management** in hybrid world?
- How do **sponsors** adapt their **ABC** roles in a hybrid world?
- How do **people managers** adapt their **CLARC** role in a hybrid world?

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Changes to Change Management in a Hybrid World

Responsive
Change Management

Contingent
Change Management

Regionalized
Change Management

(Virtual) Stakeholder
Engagement

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Top Contributors to Success – Adoption Drivers

	What are the challenges in a hybrid world?	How might you adapt this contributors in a hybrid world?
Sponsorship		
Communication		
Manager Engagement		
Employee Engagement		

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Top Contributors to Success – Approach Drivers

	What are the challenges in a hybrid world?	How might you adapt this contributors in a hybrid world?
Dedicated Resource		
Structured Approach <ul style="list-style-type: none">Assessment to inform size and scale of approachDevelop and execute plans: Sponsor Roadmap, Coaching Plan, Resistance Mgmt, Comms, Training		
Integrated with PM		

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Sponsor ABC in a Hybrid World

	What are the challenges in a hybrid world?	How might you enable role fulfillment in a hybrid world?
Active and Visible Participation Throughout		
Build (and Maintain) a Sponsor Coalition		
Communicate Directly with Employees (the Why)		

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People Manager CLARC in a Hybrid World

	What are the challenges in a hybrid world?	How might you enable role fulfillment in a hybrid world?
Communicator		
Liaison		
Advocate		
Resistance Manager		
Coach		

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Tips for Activating Hybrid Roles

Core roles	Initials
Primary Sponsor	MH
	CC
People Managers	CS
	MD
	EC
Project Manager	LK
Change Practitioner	DM
Extend roles	Initials
Sponsor coalition members	SM
	TC
	MD
Other role...	...

How do we help MH effectively fulfill the role of primary sponsor? (ABCs)

How do we help EC effectively fulfill the role of people manager? (CLARC)

How do we help SM effectively fulfill the role of sponsor coalition member?

Example to illustrate applying ADKAR to role activation:

	A	D	K	A	R
MH	5	4	3	4	5
EC	4	2	3	3	4
SM	4	5	4	2	5

Today's role activation challenges:

Pressed for time (across board)
 Uncertainty of future change (A,D,R)
 Brand new skillset (K)
 Barriers on the home front (A)

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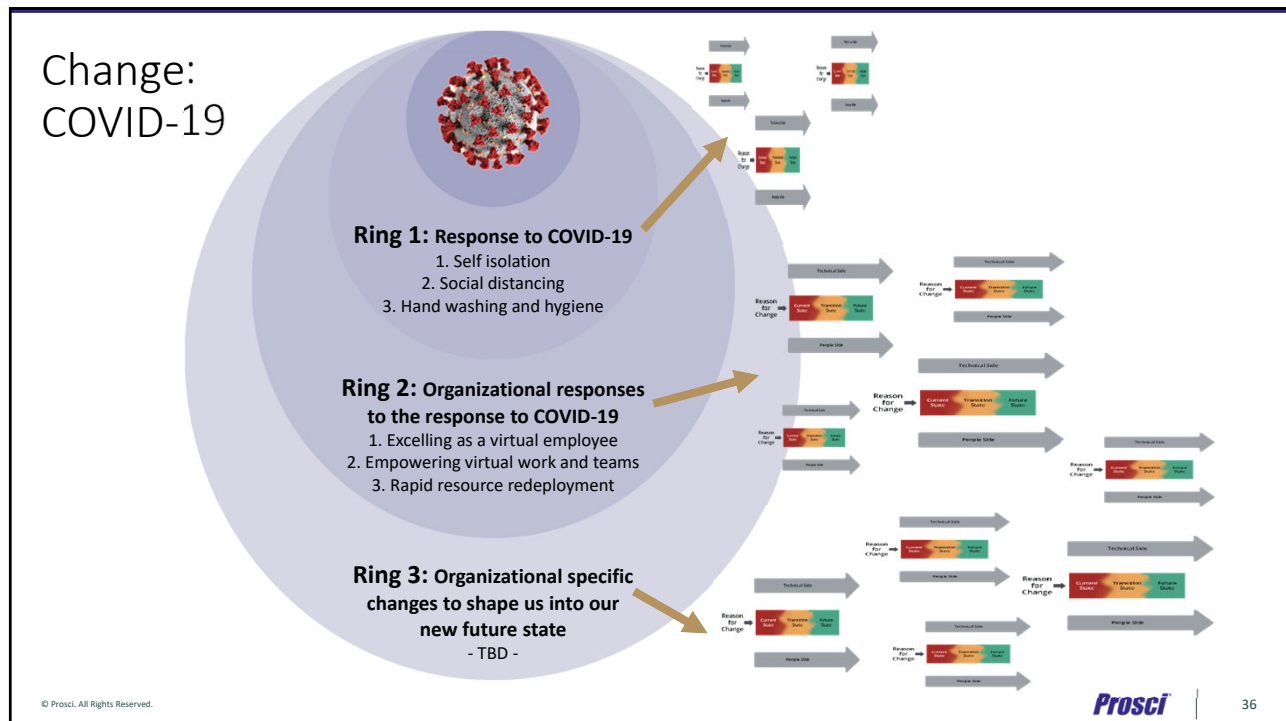
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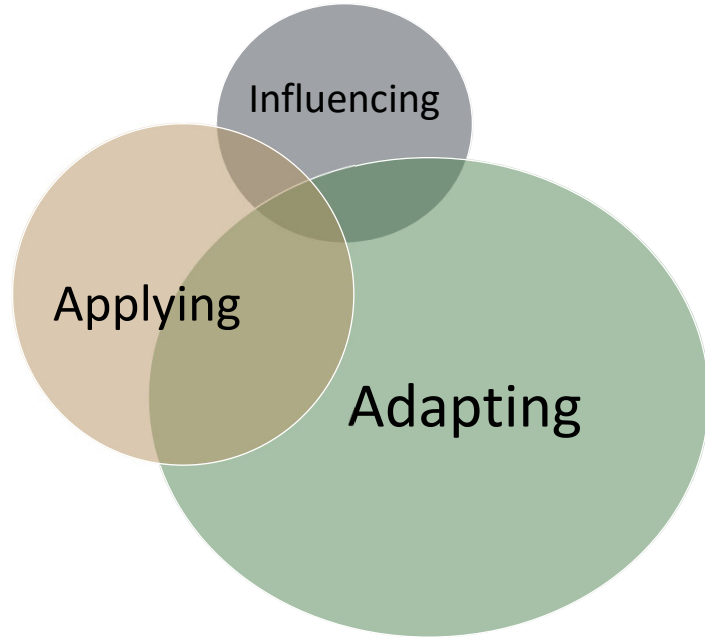
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Change Practitioner Role

- **Influencing** – the RTW from a strategic seat
- **Applying** – change management on RTW-specific changes
- **Adapting** – your change management work in a hybrid environment



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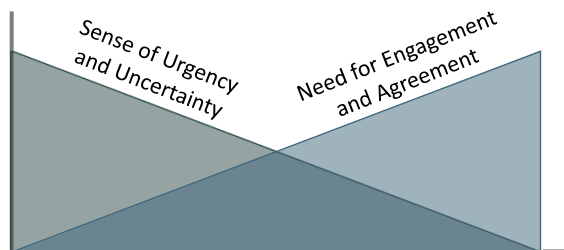
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What we are learning about:

Urgency and Engagement

While most organizations applied a directive approach to respond to the onset of the pandemic, employee involvement is critical as the initial crisis develops into a long-term challenge. With a lower sense of urgency for the return, expectations of engagement and agreement will be higher.



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Tips for Influencing the Strategic Agenda

Focus: Today's change challenges have high people-side complexity with adoption challenges and risks addressed by change management

Question: What percent of the expected value of these efforts depends on people changing how they show up?

Context

Problems

Language

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September – Premium Webinar

How to Virtualize the Practice of Change Management in a Reimagined Workplace

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Organizations will be hybrid workplaces for the foreseeable future. A significant amount of work may remain off premises, which will ripple across organizations including into the practice of change management.



TWO DATES

Tues., September 15 at 9 p.m. US EDT

Wed., September 16 at 11 a.m. US EDT

Premium Webinars are cost-effective, high-impact ways to grow as a change practitioner.

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